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Thousands of physicists crowded into New Orleans to hear the latest on the newest ceramic materials capable of superconductivity. Page A4.

The MIT Press said it was pressed to delay publication of a book that could embarrass Gov. Michael S. Dukakis. Page A23.

Education for the deaf is inadequate and federal support for programs to aid them must be expanded, a commission says. Page A23.

The October stock-market crash is said to mark the end of a 50-year boom in corporate giving. Page A33.

Non-profit groups can no longer take their tax-exempt status for granted, a scholar says. Page A33.

Students over 25 are a larger and more significant presence on campuses than previously thought, a nationwide survey found. Page A35.

After eight years of delays, a sex-discrimination lawsuit filed by eight athletes at Temple U. is going to court. Page A37.

South African students boycotted classes and joined other demonstrations to commemorate the 1960 Sharpeville Massacre. Page A39.

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Reagan's Push to Limit Access to Information Assailed in New Report

By STACY E. PALMER

WASHINGTON

The Reagan Administration's efforts to restrict public access to various types of information have hindered scientific progress, damaged the nation's economy and security, and eroded academic freedom, according to a report to be released this week by the Association of American Universities.

The report, written by two officials of Harvard University, traces various policies affecting the exchange of ideas and research findings that have been put into operation by federal agencies during the years President Reagan has been in office. It deals with issues ranging from the classification of military research to bans on the distribution of information about environmental and health hazards. The text of the introduction and conclusion of the report appears on Page A26.

In contrast to previous Presidents, Mr. Reagan has frequently taken national-security considerations into account when making decisions about what kind of information should be made public, the report says.

Decisions Called 'Alarming'

"National security is defined so broadly now that it includes just about everything you can imagine," said one of the report's authors, Muriel Morisey Spence, director

Continued on Page A26

Congress Overrides President's Veto of Civil-Rights Bill, Countering High Court's 'Grove City' Decision

By COURTNEY LEATHERMAN

WASHINGTON

Congress last week voted to override President Reagan's veto of a civil-rights bill that expands the scope of federal anti-discrimination statutes governing colleges and other institutions that receive federal aid. The Senate voted 73 to 24 to override the veto; in the House of Representatives, the vote was 292 to 133.

Civil-rights groups and many college students, faculty members, and administrators lobbied for nearly four years to persuade Congress to pass a measure that would counteract the effects of a 1984 Supreme Court decision involving Grove City College.

In that decision, the Court ruled that a federal law barring sex discrimination in federally supported educational activities applied only to the programs that directly received the aid, not to the entire institution. Under the decision, a college's chemistry department would not be in jeopardy of losing a federal research grant, for example, if the admissions office discriminated.

Over 800 Complaints Filed

After the *Grove City* decision was handed down, more than 800 complaints filed with the Education Department's Office for Civil Rights were dropped or narrowed because they did not fit the standards set by the Supreme Court's ruling, according to LeGree S. Daniels, Assistant Secretary for civil rights.

Civil-rights groups contended that the large number of complaints that were dropped was an indication that the Grove City ruling had made it too easy for recipients of federal aid to practice discrimination.

"You can never make the assumption that every single case would be found on behalf of the plaintiff," said Barbara Stein, a human- and civil-rights specialist at the National Education Association. "But when 800 people who have complaints are turned away, that's certainly a serious issue.

"And that may just be the tip of the iceberg. Many people heard of Grove City

Continued on Page A24

Scandals in Minnesota Weaken Public Support for Higher Education

By SCOTT JASCHIK

Revelations that the University of Minnesota accumulated surplus funds without the knowledge of state officials have severely weakened legislative support for public higher education in the state and last week brought a prediction from the Governor that the university would receive no budget increase this year.

Concern about its deteriorating relationship with the Legislature prompted the university last week to withdraw its request for an extra $40-million in state funds, including $11-million for a long-term plan aimed at advancing its reputation.

The money was to be used to improve the university's libraries and science facilities, to attract new faculty members,

Continued on Page A32

What Manner of Person Is a College President? A New National Survey Provides Some Answers

- Some 90 per cent of college presidents are men and 93 per cent are white, a survey by the American Council on Education has found.
- More and more presidents, some observers say, are being chosen not so much for their academic leadership as for their administrative skills.
- The number of female college presidents has been increasing for the past dozen years, but the pace of growth has slowed since 1984.

Articles begin on Pages A14 and A15

'Solution' to Famous Mathematical Problem Said to Contain Serious Flaws

By KIM McDONALD

A mathematical proof widely publicized as a likely solution to one of the oldest and most famous unsolved problems in mathematics appears to contain serious errors.

Experts in the United States and Europe who have closely examined a manuscript detailing the proof—put forth by Yoichi Miyaoka, a mathematician at the Tokyo Metropolitan University—have discovered mistakes that may doom his proposed solution.

While no one has yet dismissed Mr. Miyaoka's proof, many mathematicians are expressing growing doubts that it can be a solution to the 350-year-old problem, known as Fermat's Last Theorem.

"The consensus is pessimism," said Lawrence C. Washington, professor of mathematics at the University of Maryland at College Park. "It looks like there are big problems."

'It Doesn't Look Very Promising'

"I'm rather pessimistic," said Gerd Faltings, professor of mathematics at Princeton University, after examining Mr. Miyaoka's manuscript. "It doesn't look very promising."

To solve Fermat's Last Theorem, mathematicians must demonstrate that no solutions can exist for equations of the form $a^n + b^n = c^n$, whenever n is a positive whole number greater than 2.

Pierre de Fermat, a 17th-century French mathematician for whom the theorem is named, claimed 350 years ago that he had solved it. In the margin of a Greek arithmetic book, Fermat wrote that he had found a "truly wonderful proof" for the problem but was unable write it down because the margin was too small to contain it.

The problem has engaged and frustrated

Continued on Page A6

MARGINALIA

Headline in Berkeley's *Daily Californian*:

FRATERNITY MEMBER
CHARGED WITH BATTERY

Used jumper cables, probably.

■

And another, in *U. the National College Newspaper*:

WHAT DOES SOCIETY
WANT? KNOWLEGE OR
COLLEGE DEGREES?

We'll take the degrees.

■

From a newsletter at the University of the Pacific:

"The Conservatory of Music will be auditioning for the comedy opera *Gianni Schicchi* by Puccini, to be presented in Faye Spanos Concert Hall on April 9 and 10. The male role of Buoso Donati is a non-singing, non-speaking, non-living role, but theatre experience is a must."

In death scenes, preferably.

■

From a memorandum at Le Moyne College:

". . . Also to be found in the R&D Repository is the new form E-Z. This provides a relatively painless way of reimbursement for small amounts of money spent on otherwise unfunded research projects: proffreading, submission fees, etc."

Maybe if you spent a just a *little* more . . . ?

■

Seminar announcement in the Michigan State University *News-Bulletin*:

"Psychothermonephrosemiosymbiology made simple. Jeffrey Albert, Indiana University, 4 p.m., 126 Psychology Research, Psychology."

Starting with a spelling drill?

■

From the University of Pittsburgh's *University Times*:

"In a report from Provost Rudolph Weingartner, Senate Council members learned that the new provost is not trying to change promotion and tenure criteria. . . .

"The provost's major concern, he said, is with the quality of the dossiers that are submitted to him. . . . 'My standards regarding these things is exceedingly high,' Weingartner said."

Thank goodness for that.

■

Letter from the Scholarship Bank to the Eagleton Center at Rutgers University:

"We are currently updating our scholarship program, and we would very much appreciate any changes that you may want to. Please note those changes below and submitt them to our office fifteen days prior to the receipt of this letter."

Backward, turn backward, O Time, in your flight. —C.G.

In Brief

Mayors, Black Colleges to Aid Foster Children

Washington's Mayor Marion Barry, Jr., announced last week that a program offered by the District of Columbia to finance the college education of students in foster care would soon be expanded to many other cities.

Under the College Options Program, the city pays the college expenses of such students. Mayor Barry said it was cheaper to pay for a student's college expenses than for foster care, which typically runs to more than $20,000 a year. The 35 Washington students now in the program are enrolled at 13 colleges across the country.

Mayor Barry said the National Conference of Black Mayors would form a group to work with the National Association for Equal Opportunity in Higher Education, which represents historically black colleges, to expand the program nationally. An aide to the Mayor said that while the program would not be restricted to black colleges, most students would attend those institutions because of the programs to help economically and educationally disadvantaged students offered there.

Students on Spring Break Riot in Texas Town

Some three thousand vacationing students, outraged over a hit-and-run accident, rioted in the Texas town of Port Aransas.

Police used tear gas to disperse the students and made eight arrests during the riot, which lasted four hours. Seven were hurt during the mêlée.

The students, who police said had been drinking heavily, were spending their spring break on the beaches of Mustang Island, near Corpus Christi.

In Florida, police said one student had died after falling from a balcony at Daytona Beach, where nearly half a million students had gathered for spring vacations.

A police spokesman, Jake Miller, said six people, three of whom were believed to be students, had fallen from balconies during this spring-break season. Most of the accidents were believed to have been the result of drinking.

College Officials Ban Play Featuring Nude Scene

Chapman College administrators have refused to allow a student play that contained frontal nudity to be performed on the campus.

"The Coloring Box," written and directed by Joel Moffett, a senior, examined the evolution of five characters from passive followers to strong individuals. The nudity in the final scene was intended to symbolize the "ripping away" of the characters' personalities, a college spokesman said.

The officials said the nudity was inappropriate to Chapman, which is affiliated with the Christian Church (Disciples of Christ), but Mr. Moffett refused to delete it. Last week, he accepted an offer to stage the play in its entirety in a North Hollywood, Cal., theater.

Berkeley Students Held in Law-School Protest

Twenty-eight students were arrested last week after staging a sit-in at the University of California at Berkeley law school to demand the hiring of more women and minority faculty members.

The students boycotted classes at Boalt Hall before being arrested for refusing to leave when the office of Jesse Choper, dean of the school, closed for the day. They also requested a faculty meeting to discuss their demands.

The law school has 38 tenured faculty members, including one black and four women, one of whom is Hispanic. Mr. Choper said that while he would like to see more female and minority faculty members, Boalt compares favorably with other leading law schools in its hiring.

In a separate demonstration at Berkeley, about 25 protesters held a sit-in at Sproul Hall after a campus rally to protest U.S. policies in Central America. The demonstrators were dragged from the

What They're Reading on College Campuses

		Previous Survey
1.	Calvin and Hobbes, by Bill Watterson	6
2.	The Eyes of the Dragon, by Stephen King	1
3.	Communion, by Whitley Strieber	—
4.	Far Side Observer, by Gary Larson	8
5.	Necessary Losses, by Judith Viorst	—
6.	Windmills of the Gods, by Sidney Sheldon	5
7.	The Prince of Tides, by Pat Conroy	3
8.	The Rise and Fall of the Great Powers, by Paul Kennedy	—
9.	The Tommyknockers, by Stephen King	2
10.	The Road Less Traveled, by M. Scott Peck	—

The Chronicle's list of best-selling books was compiled from information supplied by stores serving the following campuses: U. of Alaska at Anchorage, Baylor U., Bucknell U., U. of California at San Diego, Carleton College, Carnegie Mellon U., Case Western Reserve U., Central Michigan U., Cleveland State University, Denison U., U. of Denver, Drake U., U. of Hawaii, Indiana U., U. of Iowa, Lawrence U., Lehigh U., Mankato State U., U. of Maryland-Baltimore County, Middle Tennessee State U., U. of Missouri at Columbia, Montana State U., U. of Nebraska at Lincoln, U. of New Orleans, New York U., U. of Notre Dame, Pennsylvania State U., U. of Pittsburgh, Portland State U., San Diego State U., San Francisco State U., Stanford U., Syracuse U., Tulane U., Vanderbilt U., U. of Virginia, U. of Washington, West Virginia U., Wichita State U., U. of Wisconsin at Madison, and U. of Wisconsin at Milwaukee. Reports covered sales of hardcover and paperback trade books in February.

Bishop College Is Given 2 Months to Raise $200,000 or Close Its Doors

DALLAS

A federal bankruptcy court judge last week gave Bishop College two months to raise $200,000 or close its doors.

George McElreath, a U.S. bankruptcy trustee, had asked that Bishop's petition to file for bankruptcy be dismissed because, he said, Bishop had been unable even to pay its daily operating expenses. Trustees represent the interest of the government in bankruptcy cases.

If Mr. McElreath's motion had been granted, lenders and others to whom Bishop owes money could have sued the college, forcing it to sell off its assets to pay its creditors.

But Judge Robert McGuire said Bishop could remain open through the end of the spring semester if it could raise $50,000 every two weeks through May 25. That is the last day of exams and is three days after 50 Bishop seniors are to graduate. Bishop officials asked the judge to allow the college to remain open because students would have had a difficult time transferring to other institutions so late in the year.

The $200,000 basically would cover Bishop's operating expenses through the end of the semester, except for wages for the faculty and staff. A lawyer for Bishop employees last week told Judge McGuire that the employees would be willing to work without pay to keep the college open through the spring semester. Faculty and staff members have not been been paid in two months.

'This Gives Us a Window'

Lawyers representing Bishop said last week's decision gave college officials time not only to raise the $200,000 but to solicit larger gifts that could improve the college's financial situation. Bishop, which has been in financial trouble for nearly a decade, was stripped of its accreditation last year and has been temporarily denied federal student aid.

"This gives us a window to see what kind of resources we can put together," said Michael B. Goldstein, a lawyer representing Bishop. Mr. Goldstein and other lawyers for the college acknowledged, however, that the institution would have trouble raising significant funds.

In January, the Education Department told the college it would permanently eliminate federal aid to Bishop students unless the college raised at least $600,000 by the end of this month. But a Dallas businessman who had offered to help the college has backed out and, as of last week, Bishop had not raised the $600,000.

Education Department officials said they would decide this week whether the government should resume giving aid to Bishop students.

Those involved in making the decision said they expected that aid to Bishop students would be permanently eliminated.

T. Glover Roberts, another lawyer for the college, said the loss of federal student aid would be a great blow to Bishop, but he said the institution could still stay open through the end of the semester and try to raise enough money to encourage the department to resume student aid.

Mr. Roberts said the college had recently reorganized its board of trustees to include more members of the Dallas business community.

Bishop has been criticized because its board has primarily comprised Baptist ministers who, many have said, have not paid enough attention to the institution's financial condition.

On the day of the bankruptcy-court hearing, more than 100 Bishop alumni, students, and supporters crowded into the courtroom and stood in the hallway outside.

After the hearing, Baptist ministers in Dallas who had been supportive of Bishop said they would renew their efforts to help shore up the institution.

"We are going statewide and nationwide appealing to Baptists to pull enough money together to keep the institution open," said the Rev. Marke T. Toles, the minister at Bethany Baptist Church.

—ROBIN WILSON

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'In' Box

Researchers have discovered a split between the reality of promotion at medical schools and the perception of those who hope to be promoted.

Instructors and professors surveyed at the Johns Hopkins University medical school said they believed that those doing research at the school had a better chance of being promoted than those treating patients.

But, in a study that looked at medical-school promotions over a five-year period, published in the March 24 issue of the *New England Journal of Medicine*, some researchers found that clinicians had as good a chance of being promoted as those who do research.

To try to eliminate the confusion over promotions, the authors of the study recommended that chairmen of academic departments at medical schools counsel their faculty members about career paths.

■

Rephrasing a student's question for the whole class is generally considered a good teaching technique.

But restating only those questions offered by black students sends out damaging signals, says a visiting associate professor of English at Bowdoin College.

Even well-meaning professors are guilty of such oversights in their classrooms, which subtly reinforce notions that minority students are less capable, says Gayle R. Pemberton.

Ms. Pemberton, who has taught at Bowdoin since 1986, is the author of a guide to help make faculty members more sensitive to the experiences of minority students. She writes: "Minority students, who routinely have been discouraged about their abilities, who are capable of noting, through a professor's words, gestures, and style, intimations of their own fears of academic failure, consistently point to what might appear to be trivial to others as reasons for their despair."

The guide, *On Teaching the Minority Student: Problems and Strategies*, is available for $3 per copy ($250 per 100 copies) through the Office of the President, Bowdoin College, Brunswick, Maine 04011.

Checks should be made payable to the college, and orders must be received by May 1.

■

Excellence in teaching will be rewarded by the American Historical Association for the first time.

The association will give out a $1,000 prize for good teaching at its annual meeting this year. Nominations for the prize will be drawn from the previous year's winners of the association's research awards.

James B. Gardner, the historical association's deputy executive director, said he saw nothing unusual about researchers' selecting candidates for the teaching award. "The real issue," he said, "is why we haven't done this earlier."

Personal & Professional

The College President: A new survey by the American Council on

Characteristics of College Presidents

PREVIOUS POSITION	
President	17.1%
Vice-president	41.8
Dean or director	18.5
Professor or department head	8.0
Elementary, secondary education	2.3
Outside academe	6.5
Other or no response	5.7
FIELD OF STUDY OF HIGHEST DEGREE	
Agriculture	0.6%
Biology	2.2
Education	42.7
Engineering	1.8
Health professions	0.2
Humanities or fine arts	16.2
Law	2.6
Medicine	2.4
Physical or natural science	5.1
Religion or theology	7.9
Social sciences	12.3
Other professional fields	4.3
No response	1.8
HIGHEST DEGREE	
Bachelor's degree	1.1%
Master's degree	11.4
Ph.D.	55.9
Ed.D.	22.2
M.D.	2.0
Other health degree	0.3
Law degree	2.4
Other professional degree	4.6

Note: Based on a survey of chief executive officers at 2,105 colleges and universities.

SOURCE: AMERICAN COUNCIL ON EDUCATION

WASHINGTON

The typical college president is a married white male who is 53 years old, has a doctoral degree, and previously held a high administrative job in academe, a newly released survey of 2,105 colleges and universities has found.

In short, the survey by the American Council on Education—thought to be the most comprehensive statistical profile ever done on chief executives in higher education—portrays a generation of college presidents that apparently hasn't changed much in recent years.

Some 90 per cent of the presidents at responding institutions are men, and 93 per cent are white, according to the survey. Female presidents have academic backgrounds similar to those of male presidents.

Mobility for presidents was found to be limited, with chief executives generally making career moves from the same institution or a similar one.

One major difference emerged in the marital status of the men and women: While 9 out of 10 male presidents are married, only slightly more than one-third of the female presidents are. Women also are more likely to be divorced.

But over all, says the report of the survey, "the data confirmed many of the impressions widely held by observers and students of the college presidency." While there are no data from past years with which to compare the latest findings, "the image of who shall occupy the chief executive office is clearly still a traditional one," it says.

One reason may be that search committees clearly favor presidential candidates who have come from similar kinds of institutions, the survey report suggests. Similarly, it says, they look for a particular kind of academic and administrative background, which automatically reduces the pool of candidates.

'A Process That Preserves the Tradition'

Despite the attention that has been given to the need for stronger affirmative-action programs in academe in recent years, the data do not show that women and minority-group members received any special consideration for top executive posts. Many women head women's colleges, and many blacks head traditionally black colleges. Women's colleges are most likely to consider a wide pool of women, recruiting more often from faculty ranks and deanships.

"Whatever the explanation—comfort factor, importance of good fit, wariness of considering candidates with different kinds of credentials or experiences—the result is a process that preserves the tradition," the survey report concludes.

The statistical profile includes data on the age, sex, race, career patterns, educational background, religion, and marital status of presidents who responded. Nearly three-quarters of the two- and four-year institutions that the council contacted took part in the survey, which will be updated annually to provide a continuing data bank for the A.C.E.'s Center for Leadership Development. The data will be used to ana-

Education finds that the typical chief executive is white, male, and 53 years old

lyze the college presidency in future years and to track leadership trends in higher education.

Madeleine F. Green, director of the center and an observer of college presidents for the past 10 years, says she was surprised by the uniformity of college presidents' backgrounds.

"We talk about expanding the pool and looking for different kinds of credentials," she says, "but we found that women and minorities didn't look that different from the men."

Ms. Green suggests that there may be a lag time before women and minority-group members currently being groomed for college presidencies under various programs—including one offered by A.C.E.—take over chief-executive posts in higher education.

Among the categories that the survey examined were:

■ Race. Some 93 per cent of presidents are white, nearly 5 per cent black, 1.8 per cent Hispanic, and only a small fraction Asian or American Indian.

More than half of the 100 black presidents head historically black institutions, while blacks head only 2 per cent of predominantly white institutions. Nearly half the Hispanics head community colleges.

AMERICAN COUNCIL ON EDUCATION

Madeleine F. Green: "We talk about looking for different kinds of credentials, but we found that women and minorities didn't look that different from the men."

■ Sex. Some 90 per cent of college presidents are men. Nearly 40 per cent of female presidents head women's colleges, and women are less likely to head doctorate-granting institutions.

■ Age. The median age of the presidents is 53. Women are about the same age as men; Hispanic and Asian presidents are younger.

■ Marital Status. While male presidents are far more likely to be married than women, the gap is smaller when presidents who are members of religious orders are excluded. About 93 per cent of male lay presidents are married, compared to 49 per cent of females.

■ Academic background. Nearly 80 per cent of presidents have doctoral degrees. Some 56 per cent have a Ph.D., and an additional 22 per cent—including many presidents of two-year institutions—hold doctorates in education. Women are more likely than men to hold the Ph.D., and blacks and Hispanics are more likely than whites to do so.

■ Field of study. Education is the most common field of study among presidents, with 43 per cent holding their highest degrees in that field. Men are more likely than woman to have studied education, and blacks are more likely to have done so than whites. Some 16.2 per cent specialized in the humanities, 12.3 per cent in the social sciences, and 5.1 per cent in the physical and natural sciences.

■ Career paths. The path to the presidency is incremental, with 17 per cent of the chief executives having been recruited from other presidencies and 42 per cent from vice-presidencies. At institutions granting doctorates, the proportion of chief executives recruited from other presidencies jumps to 31 per cent. Nearly 6 per cent have held two previous presidencies.

About 6.5 per cent of the presidents came from outside academe. Because the survey report does not include historical data, it is impossible to tell whether that figure has increased in recent years, as some observers have speculated.

■ Mobility. While there is a great deal of upward mobility within institutions and sectors—two-thirds of the presidents were recruited from the same or a similar institu-

Continued on Following Page

More College Chiefs Are Being Chosen for Non-Academic Skills, Some Observers Say

By CAROLYN J. MOONEY

Is the 53-year-old white male who represents today's typical college president any different from the middle-aged white males who have held the job in the past?

The statistics may not show it, but many people who follow trends in higher-education leadership see a distinct difference.

More and more college and university presidents, say those observers as well as a number of presidents themselves, are being chosen not so much for their academic leadership as for their ability to build endowments, work with government officials and the business community, raise the profile of their institutions, and manage a staff of administrators that has become increasingly specialized and professional.

Although their backgrounds are still predominantly academic, many embarked on administrative careers in higher education early on. Some observers actually see a "new breed" of higher-education chief executives developing—creative, entrepreneurial managers who are replacing the academic presidents of the past.

Others think the traditional breed of college presidents has simply changed its management style, mostly in response to harsh economic realities, increased competitiveness for students, and public pressure to improve quality and value.

"I think we used to look for the scholar-leader much in the mold of the academic dean, and that was the normal career track," says Richard B. Lancaster, vice-president and director of the Academy for Educational Development's executive-search committee, which conducts about 15 to 20 administrative searches each year.

"But there's a new feeling out there that

Continued on Following Page

U. OF HARTFORD

Hartford's Stephen Joel Trachtenberg: "I don't think you should hire executives to be scholars, or scholars to be executives."

U. OF SOUTH CAROLINA

South Carolina's James B. Holderman: "I think there's an entrepreneurial risk-taking more than a managing by consensus."

12-Year Growth in Number of Female Presidents Has Slowed Since 1984; Total Last Year Was 296

WASHINGTON

Although the number of female college presidents has been increasing for the past 12 years, the pace of growth has slowed considerably since 1984, a survey by the American Council on Education's office of women has found.

Since the office began keeping track of female presidents in 1975, the number of women heading colleges and universities doubled—to 296—by 1987. However, the survey found that between 1984 and 1987 the total had risen by only 10.

"We need to energize our efforts again," says Donna L. Shavlik, director of the A.C.E.'s Office of Women in Higher Education, which conducted the survey.

Ms. Shavlik points to a combination of factors that may explain the paucity of woman leaders, including a perception that women are unsuitable for leadership roles; a reluctance on the part of women to extend themselves into male-dominated areas of leadership; and a failure of governing boards to identify women as possible candidates for top positions.

The slow growth in the increase of woman presidents, she says, shows the need for new strategies for addressing such issues, as well as inequities in hiring and promoting women to top administrative positions.

Informal National Network

Ms. Shavlik's office has worked to promote the participation of women in academe by conducting national forums, identifying candidates for administrative searches, and establishing an informal network for female administrators.

Since the mid-1970's, the number of women achieving top leadership positions in higher education has progressed considerably. Until 1984, A.C.E. surveys conducted every three years found no less than a 20-per-cent increase in the number of woman presidents between each study. But between 1984 and 1987, the growth rate fell to just 3.5 per cent.

The survey, however, found a significant increase in one area: 14 black, Hispanic, Asian, and American Indian women had been named heads of higher-education institutions, a 54-per-cent increase since 1984 in the number of minority women serving as presidents.

"When you think about the fact that there are almost 3,000 accredited colleges taken into consideration here, these numbers are really unremarkable," says Jewel P. Cobb, president of California State University at Fullerton, who is black.

The number of woman presidents of

Continued on Page A22

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Metropolitan State's Reatha Clark King: "We can't slow down our advocacy and get lulled into thinking that the momentum will continue on a song."

Some Observers See a 'New Breed' of College President

Continued from Preceding Page
we really have to get manager-leaders who can deal with changing an institution's direction in response to external factors."

Ronald S. Stead, director of the Association of Governing Boards' presidential-search service, says: "A lot of institutions are looking for an entrepreneur who can find new student markets and funding sources.

"There's not a great revolution going on," he quickly adds. "I think most presidents are still coming up through academic ranks. But there's a much higher consciousness of academic administration being a complicated professional activity."

A quintessential new breeder may be Stephen Joel Trachtenberg, who will soon leave his post as president of the University of Hartford to take the chief executive's job at George Washington University. Mr. Trachtenberg, a lawyer, is known for his willingness to market his institution aggressively, using opportunities ranging from the full-page advertisements the university places in the New York *Times* to the brash and colorful speeches he gives around the country. In his 11 years as president, Hartford's endowment has increased to $21-million from $7-million, and its capital fund has grown to $3.2-million from $394,000.

So well known is Mr. Trachtenberg's knack for marketing that, after George Washington declined to allow Administration officials to use their facilities during the U.S.-Soviet summit in December, the chairman of Hartford's Board of Regents remarked that "it would have become the Gorbachev-Reagan-Trachtenberg summit" if Mr. Trachtenberg had then been president.

Says Mr. Trachtenberg: "I think the new presidents *are* of a new breed. I think they are risk takers. I think they are conscious of academic values, but less enslaved by them than some of their predecessors."

Another president seen to represent this new management style is James B. Holderman, who also has accumulated some impressive benchmarks during his 11 years as president of the University of South Carolina system. Private giving rose to $17.7-million last year from $2-million nine years before; ties to the state's business community are much stronger; the system has completed its first capital campaign; and academic standards continue to rise.

Mr. Holderman hasn't had the opportunity to play host to the Russians, but he got plenty of attention last fall when Pope John Paul II visited the main campus.

While he isn't sure he thinks of himself as coming from a new mold, Mr. Holderman—who estimates he spends a fourth of his time on activities related to fund raising—agrees the job is changing. "I think there's an entrepreneurial risk-taking more than a managing by consensus," he says. "Whether we like it or not, there is less opportunity for academic decision making."

Academic Credibility Required

Many faculty members don't like it.

College presidents—old breed or new—appear unanimous in their belief that a chief executive must have academic credibility. Many emphasize that faculty members remain their most important constituency. Still, as presidents have become more involved in external activities, some have alienated faculty members, who are skeptical of their chief executives' priorities.

Faculty members at the University of South Carolina, for example, have complained that as buildings and endowments rise, their salaries have not kept up. Some also accuse the administration of spending too much to bring high-profile names to campus, such as Jehan Sadat, widow of the late Egyptian leader, whose $314,000 salary for teaching part time in 1986 caused resentment.

Says Allan W. Ostar, president of the American Association of State Colleges and Universities: "I'm hearing more and more presidents say that there's a growing gap between the president and the university community, primarily the faculty."

Robert Nielsen, a higher-education specialist for the American Federation of Teachers (A.F.T.-C.I.O.), thinks a proliferation and professionalization of top administrators at many institutions has freed presidents to spend more time away from campus. "These presidents view themselves as members of a management class, like managers of a business," he says. "That idea is quite a leap from the days when the president was the first member of the faculty."

A number of presidents—and not just those at large research institutions—agree that the corporate model is an accurate one.

Edward T. Lewis, president of St. Mary's College of Maryland, a public liberal-arts college that enrolls about 1,400 students, is just as interested in building endowments and developing strong ties with legislators as his counterparts at large institutions. A former associate dean of Cornell University's graduate school of business, he estimates he spends 50 per cent of his time on activities related to fund raising. "If you're not comfortable fund raising," he says, "you shouldn't be a college president."

But, caution Mr. Lewis and others, if presidents don't have academic interests at heart, their success in other areas means little.

> **"Whether we like it or not, there is less opportunity for academic decision making."**

"When you get tied up with the business community or the legislature, you have to remind the faculty that you're over there building a base so they can have better salary packages," says Mr. Holderman.

Anecdotal Evidence

For the most part, evidence of an emerging new breed of chief executives or a markedly new management style is anecdotal rather than statistical. Demographically, college and university presidents apparently haven't changed much at all, according to recent surveys conducted by the American Council on Education (see accompanying article) and by Heidrick and Struggles, an executive-search firm.

The A.C.E. survey of 2,105 presidents found that the typical president was a married, 53-year-old white male, had a doctoral degree, and previously was a top academic administrator. What was most surprising, it concluded, was that there were more similarities than differences among presidents—even those who weren't white males.

The Heidrick and Struggles survey of 329 presidents of four-year institutions found similar patterns. It also found that fund-raising and public-relations activities consumed the greatest amount of presidents' time, that nearly all presidents were tapping new sources of students and funding, and that most reported faculty influence as the top factor hindering autonomous presidential actions.

The Council for Advancement and Support of Education tracks presidents with development backgrounds, an area that has become increasingly important to chief executives in higher education. Among them are Roger H. Hull, a lawyer who serves as president of Beloit College, and John G. Johnson, president of Butler University.

There are, however, no statistics to indicate whether more presidents are actually being appointed from outside academe, as some have speculated. Florida has two well-known examples: Marshall Criser, a lawyer, heads the University of Florida, and Charles B. Reed, who was chief of staff to former Gov. Bob Graham and held other state education posts, is chancellor of the state university system.

The A.C.E. study found that 6.5 per cent of presidents came from outside academe, while the Heidrick and Struggles survey found that 8.9 per cent came from non-academic jobs.

"The higher-education community is such a unique animal that I don't see that happening on a large scale," says Mr. Stead of the Association of Governing Boards.

One observer who clearly discards the new-breed theory is Madeleine F. Green, the director of the the A.C.E.'s Center for Leadership Development. "There's always a time lag between the mythology and the reality," she says, adding that leadership qualities that some see evolving in response to recent trends have actually been developing for years.

But she acknowledges that there are more pressures on public-college presidents these days. "They have to work the corporations and the legislatures," she says.

'You Can't Have It Both Ways'

Many others, however, expect that the features that distinguish some of today's aggressive, externally oriented presidents from their counterparts of the past will only become sharper in the future.

William J. Bowen, vice-chairman of Heidrick and Struggles, says of the precarious balance that presidents face in acting both as chief executive and chief academic: "You can't have it both ways. You can't have a gourmet meal without the ingredients."

Hartford's Mr. Trachtenberg agrees. "I don't think you should hire executives to be scholars, or scholars to be executives," he says.

Mr. Lewis of St. Mary's College puts it even more bluntly. "The old president," he says, "is a dinosaur."

The Typical U.S. College President: White, Male, and 53 Years Old

Continued from Preceding Page
tion—movement between different types of institution is extremely limited.

More than three-fourths of presidents at doctorate-granting universities and 82 per cent of two-year college presidents held their last jobs at the same institution or a similar one. About one-third of all presidents were selected internally.

- Religion. More than half the presidents are Protestant, nearly 23 per cent Roman Catholic, and 3 per cent Jewish. Women are most likely to be Catholic, and blacks are most likely to be Baptists.
- Status of spouses. Husbands of college presidents are twice as likely to work as wives, a finding that raises new questions about expectations for female presidential spouses. "In many institutions, there has been an explicit expectation that the wives will devote themselves to serving the college or university," the survey report states.

It adds: "Recent discussions have centered on the question of whether institutions are getting 'two for the price of one' when they hire a male president."

Those wives whose husbands head community colleges are most likely to work—some 54 per cent hold jobs—while only 30 per cent of those whose husbands head doctorate-granting institutions work.

- Relationship with governing boards. Nearly 75 per cent of presidents report to board chairmen and are board members, but only 44 per cent have full voting rights.

—CAROLYN J. MOONEY

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Give & Take

Philanthropic pains. At the annual research meeting of Independent Sector, John G. Simon, director of the Program on Non-Profit Organizations at Yale University, took a lighthearted swipe at some of the problems of grant making, especially when it comes to research on philanthropy.

His list included the following:

- Grantee battering. There is an inverse relationship between the size of the grant and the orneriness of the grant maker. There should be a center for abused grant seekers.
- Grant maker abuse. As Robert M. Hutchins, the late University of Chicago president put it: "Why do they hate us so much? We didn't even give them a grant."
- Bad grants. There are some grants you'll wish were never made, he said. "Let's face it: Some scholars are deadbeats."
- No easy money. Few grants are available for philanthropy research, Mr. Smith said. Most funders really don't want you to throw light on their back yards.
- Few outstanding scholars. It is very difficult to attract top-notch scholars to this field.
- The fig-leaf syndrome. Some see philanthropy research as a fig leaf of objectivity that covers up an ardent advocate for the fundamental effectiveness of philanthropy.

•

No fig leaf is necessary for Mr. Simon. He outlined several questions that researchers on philanthropy and the non-profit sector should consider:

- Changelings. What happens to organizations that move from one sector of the economy to another—for example, from government to non-profit or from non-profit to business?
- Crises. How do non-profit organizations respond to developing social problems, such as AIDS or Ethiopian famines?
- Funding. What happens to the nature of a non-profit organization when the mix of its funding sources changes?
- Absences. What would the United States look like if certain groups of non-profit organizations did not exist?
- Hybrids. What are the characteristics of organizations that are part non-profit and part commercial or government? The blur is where the action is.
- Longevity. How do non-profit organizations decide to die and are there mergers that have effectively amounted to deaths?
- Analysis. How has the practice of awarding grants through targeted programs affected foundations?
- Liability. Are threats of legal liability affecting the appointment of trustees to non-profit groups?

•

Not included on Mr. Simon's list was the need to develop an overarching theory of non-profit organizations. Instead, he said, "small windows yield the greatest light."

Philanthropy

Experts Predict an End to the 50-Year Boom in Corporations' Support for Charities

October stock-market crash, changing historical forces cited as reasons for slower rate of growth

By ANNE LOWREY BAILEY

SAN FRANCISCO

October's stock-market crash marked the end of a 50-year boom in corporate giving, according to researchers who gathered here to analyze "megatrends" in corporate philanthropic support.

Hayden W. Smith, senior vice-president of the Council for Aid to Education, predicted that corporate giving, which had increased by an average of 10.5 per cent a year since 1936—the first year in which tax deductions for corporate gifts were allowed—may now begin to lose ground.

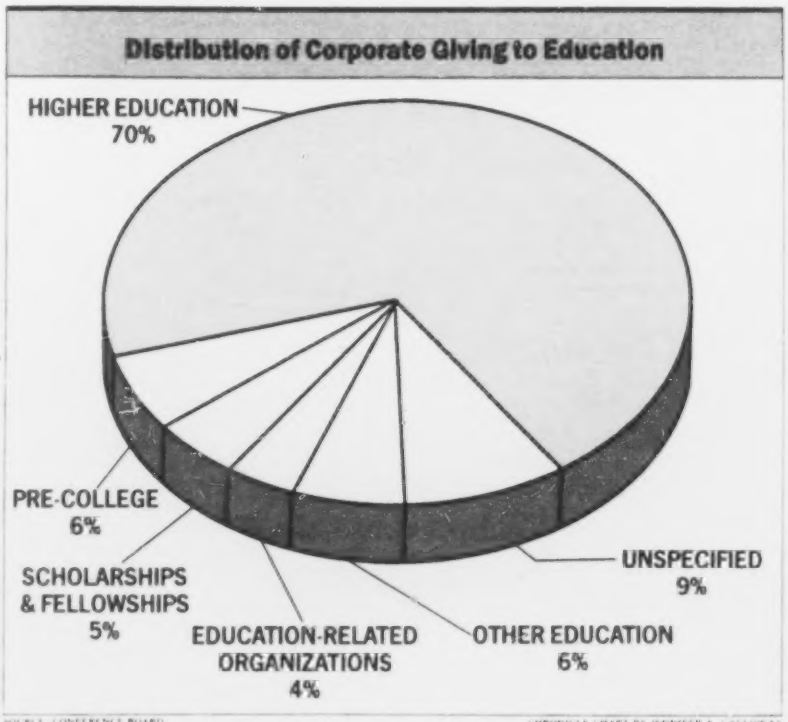
"There must be a decline in the rate of growth," Mr. Smith said. "There has been prolonged sluggishness in corporate profits, especially in the oil industry, and corporate restructuring has also diverted resources from contributions."

Tougher Accountability Standards

Along with a slower rate of growth, corporate giving to higher education is becoming more targeted, researchers said. Fewer universities are receiving larger, more focused grants. And both grant seekers and grant makers are being asked to meet new standards of public accountability.

Mr. Smith and others shared their findings at the annual meeting on research in philanthropy sponsored by Independent Sector, a coalition of grant-making and non-profit organizations. Other public-policy issues relating to philanthropy, such as the shifting boundaries of the non-profit sector and issues of accountability and ethics, were also discussed at the meeting.

Although the growth in corporate support may have reached a plateau, higher education is getting a larger portion of the dollars that are being awarded, said Linda Cardillo Platzer, a senior associate at the Conference Board, a business-research organization.



SOURCE: CONFERENCE BOARD

CHRONICLE CHART BY JENNIFER S. CALLOWAY

Ms. Platzer pointed to a recent Conference Board survey which showed that education in 1987 had received 43 per cent of all corporate contributions, up from 38 per cent a decade earlier. Higher education garnered 80 per cent of those gifts, which also increased by 17 per cent in terms of actual dollars (*The Chronicle*, December 16, 1987).

Education's gains in the competition for corporate funds came at the expense of health and human-services organizations, including such federated campaigns as the United Way, Ms. Platzer said. Giving to those causes fell from a high of 42 per cent of all corporate gifts in 1972 to 28 per cent in 1986, although actual dollars did not decline.

Gifts to education also correlated with the sizes of companies, Ms. Platzer said. The larger a corporation, she said, the more it will give to education. Many of the largest corporations now allocate more

Continued on Following Page

Many Non-Profit Groups Said to Face Loss of Tax-Exempt Status

SAN FRANCISCO

Colleges, universities, and other non-profit organizations can no longer take their tax-exempt status for granted, according to a scholar who specializes in law and philanthropy.

Henry Hansmann, a professor of law at Yale University, predicted that many non-profit organizations will lose their tax-exempt status by the year 2000 because of the profit-making activities of some groups. In effect, lawmakers will create two independent sectors: one of "philanthropic" non-profit groups and another of "commercial" non-profit organizations, Mr. Hansmann said.

"In the end there's likely to be a large portion of the non-profit sector that's no longer tax-exempt," Mr. Hansmann said.

He predicted a steady erosion in tax breaks for all non-profit organizations because, historically, lawmakers have failed to make distinctions between commercial and philanthropic non-profit organizations.

Mr. Hansmann shared his views with other scholars at an annual meeting on research in philanthropy sponsored by Independent Sector here.

The first independent sector, Mr. Hansmann said, will consist of organizations that derive at least part of their income from charitable donations. It would include colleges and universities and other higher-education and research institutions; charities for the relief of the poor and distressed; and cultural organizations such as museums and performing-arts groups.

> **"In the end there's likely to be a large portion of the non-profit sector that's no longer tax-exempt."**

"Commercial non-profit" organizations —the second independent sector—would be those that receive virtually all of their income from the sale of services rather than from donations, such as non-profit hospitals, health-maintenance organizations, medical-testing labs, nursing homes, health and life-insurance companies, day-care centers, and fitness centers.

Although commercial non-profit groups scarcely existed in 1900, they will account for more than two-thirds of all non-profit organizations by the end of century, Mr. Hansmann predicted.

By then, the two independent sectors are likely to be strongly distinguished legally. "Many of the new commercial non-profits appear so clearly to be providing services that are no different from those offered by for-profit firms that continued tax exemption is conspicuously difficult to rationalize," he explained.

As a result, Mr. Hansmann suggested that philanthropic non-profit organizations may want to protect themselves by "throwing the second independent sector to the wolves."

"Traditional philanthropies may wish to lobby for the creation of a clear line between those non-profits that will continue to benefit from special preferences, such

Continued on Following Page

50-Year Boom in Corporate Support for Philanthropies Seen Tapering Off

Continued from Preceding Page

than 50 per cent of their budgets to higher education, while smaller companies tend to give greater portions to the United Way, she said.

Many companies now emphasize two or three major grants areas and are less likely to award funds across-the-board, Ms. Platzer added.

Although 70 per cent of giving to education goes to higher education, the portion given to pre-college programs doubled over the past three years, to 6 per cent from 3 per cent. That trend is expected to continue and accelerate, she said.

More companies are open about their activities, as well. Robert O. Bothwell, executive director of the National Committee for Responsive Philanthropy, said there had been an astonishing growth in the number of companies that publicly report their gifts.

Convergence of Forces

A decade ago, Mr. Bothwell could identify only one or two corporations that reported their charitable contributions in their annual reports to stockholders. Now 100 to 150 major corporations do so, he said, and many others issue separate reports on their giving programs. Mr. Bothwell plans to release a study on such practices later this spring.

Mr. Smith, in a paper presented at the meeting, said the extraordinary 13.4-per-cent annual growth rate in corporate giving between 1976 and 1984 had been almost accidental—the result of the convergence of historical forces. Those forces included:

- Tax incentives. The Economic Recovery Tax Act of 1981 raised the allowable deduction for corporate contributions from 5 to 10 per cent of income. It also provided more incentives for gifts of company products.

Those two changes may account for more than a third of the increase in corporate giving between 1981 to 1987, Mr. Smith said.

- Gifts of surplus corporate assets. Gifts of corporate property valued at $5-million or more were infrequent before 1982. Since then, largely because of "merger mania," corporations have made 10 or more gifts valued at $10- to $100-million.

Taken together, such large, non-recurring gifts accounted for a "significant share" of growth in corporate giving between 1981 and 1987, according to Mr. Smith.

- Reaganomics. Many corporations increased their philanthropic activity when President Reagan urged them to take up the slack left by cuts in federal spending on social programs. This led many charities to "discover" corporations as a new source of support.

"Almost overnight, corporate contributions became the focus of interest in the philanthropic community," Mr. Smith said.

Corporations were deluged by requests for funds, many from charities that had never asked them for support before.

Charities quickly developed sophisticated techniques for soliciting corporate support, which in turn caused the business community to become more responsive to their needs, Mr. Smith said.

- Rising internal expectations. Many companies have adopted the concept of "enlightened self-interest," which holds that charitable giving is permissible when it advances the company's own welfare. Some companies also advocate "corporate social responsibility," arguing that corporations have a duty to help solve social problems and advance the welfare of society by giving money, facilities, and employees' time to the non-profit community.

Today, Mr. Smith said, corporate restructuring and the attendant concentration on short-term profits is prompting fears that may decline. "There is a strong chance that philanthropic concerns will take a far back seat in the priorities of the new corporate leaders," said Mr. Smith.

- Greater professionalism in corporate grant making. By the end of the 1970's, the business world had begun to move contributions and related functions from an "obscure corner" of corporate life to a position of visibility. During that period, he said, full-time professionals began to staff corporate-giving efforts.

Managerial philosophy also changed, Mr. Smith said. Instead of merely giving in reaction to appeals for funds, many companies adopted "pro-active" grant-making programs, with objectives, budget priorities, and reporting requirements.

In addition, many chief executive officers now serve on contributions committees, which meet regularly to make decisions on grant applications, he said. Contributions committees have even been established within some corporations' boards of directors, he said.

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Equipment. For science and engineering equipment: $250,000 to Seattle U.

Facilities. For biochemistry laboratories: $500,000 to Emory U.

—For renovation of the library: $500,000 to Reed College.

KNIGHT FOUNDATION
One Cascade Plaza, Akron, Ohio 44308

Facilities. For renovation projects: $500,000 to U. of Akron.

LILLY ENDOWMENT
2801 North Meridian Street
P.O. Box 88068
Indianapolis 46208-0068

Adolescents. For a project on adolescent literacy: $370,382 over three years to U. of North Carolina at Chapel Hill.

Economics. For the education of economics professors for Latin American universities: $300,000 over three years to Pacific Academy for Advanced Studies.

Faculty. For mid-career fellowships for faculty members in Indiana: $205,000 over two years to be administered by the foundation.

Graduate education. For the Center for Research on Doctoral Education: $165,000 over three years to Association of American Universities.

Philanthropy. For improvement and expansion of reporting of charitable statistics: $100,000 over two years to Independent Sector.

Religion. For an evaluation of Lilly Endowment research programs in mainstream Protestantism and the charitable sector: $127,809 over two years to Christian Theological Seminary (Ind.).

—For research on mainstream Protestantism: $119,354 over three years to Boston U.; $249,338 over three years to U. of California at Santa Barbara; $47,740 to Catholic U. of America; $180,240 to General Theological Seminary of the Protestant Episcopal Church in the United States; $298,100 over three years to Hartford Seminary; and $251,075 over three years to U. of Massachusetts at Amherst.

—For programs to strengthen the quality of candidates for the ministry: $727,000 divided among 40 religious organizations and institutions.

—For the Institute for the Study of American Evangelicals: $386,000 over three years to Wheaton College (Ill.).

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Indonesia. For three new Christian universities in the outer islands of Indonesia: $150,000 to United Board for Christian Higher Education in Asia.

International studies. For the center for Southeast Asian studies: $572,000 to Northern Illinois U.

—For post-doctoral fellowships in the History of Christianity in China project: $150,000 to U. of Kansas.

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ANDREW W. MELLON FOUNDATION
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International studies. For programs in East Asian culture and thought: $225,000 to Reed College.

Support. For faculty and curricular development: $650,000 to Washington U. (Mo.); $350,000 to Massachusetts Institute of Technology; and $350,000 to Queens College of City U. of New York.

KENNETH T. AND EILEEN L. NORRIS FOUNDATION
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Facilities. For an addition to the cancer hospital and research institute: $4.5-million to U. of Southern California.

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Computers. For a microcomputer laboratory: $60,487 to Pitzer College.

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Nine West 57th Street, New York 10019

Libraries. For acquisitions for the library: $325,000 challenge grant to Whitman College.

GIFTS AND BEQUESTS

American University in Cairo. Unrestricted gift of $70,000 from Exxon Company.

Benedictine College. For support of programs: property valued at $2-million from the Order of St. Benedict.

California State University at Los Angeles. For the fine-arts complex: $2.1-million from Mr. and Mrs. Charles Luckman and $600,000 from Robert Ahmanson and Lee Walcott.

College of William and Mary. For support of programs: $2-million from csx Corporation.

Illinois College. For the endowment: $1.25-million from the estate of Emert Witaschek and Edna Witaschek.

University of North Carolina at Greensboro. For the endowment: $375,000 from the estate of Hugh B. Hester.

Pennsylvania State University. For the cable-television museum: $50,000 from Richard W. and Silvia Loftus.

—For the child-development laboratory: $100,000 from Edna Peterson Bennett and C. Eugene Bennett.

—For a faculty fellowship in biotechnology: $125,000 from Nicholas and Gelsa Pelick.

University of Rhode Island. For a professorship in women's studies: $1-million from Eleanor M. Carlson.

University of Southern California. For a center for real-estate development: $4-million from John D. Lusk.

Washington College (Md.). For the capital campaign: $1-million from Alonzo G. Decker, Jr.

Wichita State University. For the school of communication: $7.6-million from Oliver and Betty Elliott.

Many Non-Profit Groups Said to Face Loss of Tax-Exempt Status

Continued from Preceding Page

as tax exemption, and those that will not, and to place the second independent sector on the far side of the line," he said. "The alternative could be that ultimately preferences will be lost for all non-profits, including the philanthropic ones."

Mr. Hansmann presented several precedents for his predictions. In the Tax Reform Act of 1986, Congress eliminated tax-exempt status for "commercial-type" insurance offered by non-profit organizations such as the Teachers Insurance Annuity Association and College Retirement Equities Fund. Since then, at least one Congressman has also proposed eliminating tax exemptions for non-profit hospitals.

State and local governments have also begun to apply income, property, and sales taxes to non-profit organizations.

In addition, the American Bar Association has produced a Model Non-Profit Corporation Act for use in state legislatures. In contrast to existing non-profit statutes, this new model law formally splits non-religious, non-profit organizations into two different categories.

'400 Years Overdue'

Those two groups are traditional charities, on one hand, and membership organizations, such as social clubs, on the other. Many commercial non-profit groups are likely to fall into the latter category, he said.

Lawmakers have been inclined to withdraw preferential tax treatment from all tax-exempt organizations when considering the activities of commercial non-profit groups, Mr. Hansmann said.

Virtually all non-profit organizations were exempted from federal labor laws prior to 1970, for example. By 1976, the National Labor Relations Board had withdrawn that exemption, even for small charities supported entirely by donations.

A similar process, Mr. Hansmann noted, seems to be under way in other areas, such as the repeal of subsidized postal rates for non-profit groups.

Mr. Hansmann said more study was urgently needed.

"This is going to force legal scholars and lawmakers to think seriously about what is meant by the concept of charity—a task that is about 400 years overdue."

—ANNE LOWREY BAILEY

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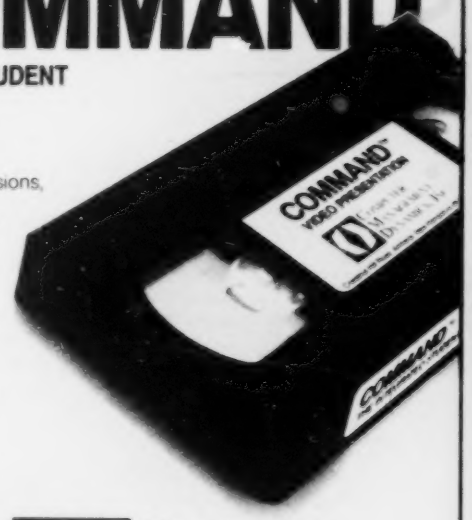

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